

A GUIDE FOR UNIT CHAPLAINS IN THEIR WORK WITH
POTENTIAL INEFFECTIVE SOLDIERS

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PREFACE

This paper is written on the assumption that an impressive number of soldiers, discharged each year under the provisions of Army Regulations 635-208 and 635-209, could be salvaged and trained to become effective military men. Specifically, the paper identifies certain traits and characteristics of ineffectiveness and delinquency and offers some guidance to young chaplains for dealing with these men.

There are two terms which need to be defined at the outset. First, the term "potential ineffective soldier", as it is used throughout the paper, refers to an individual soldier who possesses certain characteristics and traits of a delinquent and ineffective person, but who with the proper encouragement and guidance, given at the right time, could be salvaged from the fate of an undesirable discharge. In fact, he is an individual who could be trained to become a useful soldier for the United States Army. Secondly, the term "unit chaplain" refers to a chaplain assigned to a battalion sized unit, other than a basic or advanced training organization. Thus the unit chaplain is working with soldiers in whom the United States government has already invested considerable time and money in the training process.

There are three primary objectives in writing this paper. They are:

- (1) To familiarize unit chaplains with various traits and characteristics of ineffectiveness. It is felt that such knowledge

will assist the chaplain recognize individuals who may be in need of special assistance and encouragement.

(2) To make unit chaplains fully aware of their responsibility to the commander in the task of assisting and encouraging potential ineffective soldiers.

(3) To encourage unit chaplains establish a program whereby a definite policy of encouragement and guidance is rendered to the potential ineffective, before ineffectiveness actually occurs. It is strongly felt that if these individuals are to be helped, assistance must be given before an unhealthy pattern of behavior develops. "An ounce of prevention is worth a pound of cure."

In writing this paper, I am fully cognizant that the primary mission of the Army is to train men to become effective soldiers, and that it is not a rehabilitation center. Likewise, I am fully familiar with the fact that the chaplain is primarily a religious leader and not a rehabilitation officer. It is not my intention to leave the impression that working to salvage potential ineffective soldiers is the primary task of the Army or of the chaplain. I merely wish to elevate an area of interest where the chaplain can have favorable influence in behalf of his God, the United States Army, and certain potential ineffective soldiers.

In giving the purpose of the Character Guidance Program, FM 16-100 states:

The Character Guidance Program is a basic aid to command attainment of its mission. It was "devised to assist the commander in promoting healthy mental, moral, and social attitudes in the personnel under his command." (AR 600-30). It is a recognition that character training is basic to military training, that the difference between the American soldier who fights and the one who runs away is not tactical

skill alone but a reasoned devotion to duty. The whole intent of the program is to develop better soldiers and better citizens by surrounding all personnel with ideals and wholesome influences that deepen their conviction of responsibility to God and to country.(1)

The program of guiding and assisting potential ineffective soldiers, which I hope to encourage through this paper, is nothing more than an extension or amplification of the Character Guidance Program now in existence.

CHAPTER I

INTRODUCTION

Army regulations 635-208 and 635-209 "establish policy and provide procedures and guidance for the prompt elimination of enlisted personnel who are determined to be unfit for military service." Through the use of these two regulations, commanders in the field are provided with a ready tool with which to rid their units of undesirable and ineffective soldiers. Though it can be assumed that most commanders exercise great discretion in the employment of these two regulations, the possibility that an impressive number of effective men are lost each year through this type of discharge must not be overlooked.

Likewise, it must be realized that the great majority of those who are discharged under the provisions of these regulations are in fact ineffective individuals. It is highly doubtful that anyone could do much in helping these people overcome their ineffectiveness. Many have no desire to be helped, or even to help themselves.

Yet, if only ten percent of those who are discharged yearly through these regulations could be salvaged and trained to become effective soldiers, a tremendous service would be rendered to mankind and to the United States Army. In order for such a dream to occur, someone must accept responsibility. Someone, within the structure of an Army unit, must be willing to crowd an extra task into an already overflowing hamper of activity and assignment. Some-

one must take upon himself the job of attempting to reorient and redirect the thinking and outlook of these men. Many may need only a bit of extra encouragement, extra push, or perhaps an extra favor.

Due to the exalted position he occupies within the structure of the Army, the unit chaplain is one of the most capable individuals for the accomplishment of this task. Because of his ability to work with the officers and men of the unit on a daily basis, the chaplain is in excellent position to single out and assist potential ineffective soldiers. From a vast storehouse of resources, he is able to obtain valuable information about the potential ineffective that will prove helpful in any counseling necessary. As a man of God, he can offer spiritual guidance that tends to build strong character and enhances effective performance. Simply because of position, the chaplain is the most logical officer in any unit to assume this responsibility.

But something other than an exalted position is necessary if the chaplain is to accomplish this task effectively. First of all, he must have a deep interest in these people. Usually, a chaplain is interested in all people. Secondly, he must be familiar with traits and characteristics of ineffectiveness. Thirdly, he must know where to obtain information about those in his unit who may possibly be travelling the road to ineffective behavior. And last, the chaplain must act to help these people before it proves to be too late.

The remainder of this paper is designed to assist the unit chaplain fulfill this tremendous task.

CHAPTER II

THE POTENTIAL INEFFECTIVE SOLDIER

During the fiscal year 1963, 17,045 enlisted men and 498 enlisted women were discharged from the United States Army for reasons of inaptitude and unfitness. During the fiscal year 1964, 18,109 enlisted men and 549 enlisted women were discharged for the same reasons. Thus during a two year period, a total of 36,201 enlisted men and women became manpower losses to the United States Army for reasons of inaptitude and unfitness, or we might say for reasons of undesirability or ineffectiveness.⁽²⁾

Apart from the fact that the loss of these men and women to the Army constituted not only a manpower loss, but a monetary loss as well, it must be recognized that many of the discharges were returned to a civilian status in an unskilled capacity. Therefore, many of them were probably unable to compete satisfactorily on the labor market. Some of them inevitably became social problems to the communities in which they settled. Hence it can be asserted that the problem of ineffectiveness in the Army is one of tremendous magnitude, which encompasses not only the military community, but the civilian community as well.

In a problem encompassing such magnitude as this, it is well that we consider some of the factors which tend to influence ineffectiveness and undesirability among soldiers in the Army today. There are many. We shall look at a few.

Education and Ineffectiveness

Ineffectiveness and poor performance has often been equated with poor education. Sociologists have often identified the poor performer as a poorly educated person. Since the close of World War II, it has been the objective of the Army to raise the educational level of her soldiers. Through a program of "in service education", thousands of soldiers have been able to complete their high school educational requirements and receive a diploma. It is obvious that through this program, the Army hoped to improve the effectiveness of her fighting men.

By the end of calendar year 1964, seventy three percent of the enlisted personnel in the Army were high school graduates. This figure of seventy three percent represents an increase of twenty percent during the past twelve years.⁽³⁾

Yet during fiscal year 1964, a total of 18,658 enlisted men and women were discharged for reasons of inaptitude and undesirability. Why? In spite of the increasing educational level, why were so many released for these reasons? Major James J. Gibbs, Medical Corps, United States Army, in an article appearing in the February 1961 issue of ARMY INFORMATION DIGEST, concludes that non-effective soldiers generally have less education than those who are effective.⁽⁴⁾ This article is four years old. Yet, we can still assume that most of those discharged for inaptitude and undesirability are still in this category. Apparently, the educational program of the Army has not appealed to these people.

Poor education must be considered as the first, and one of the more important, factors influencing poor performance in the Army today.

Pre-Army Delinquency

Some years ago, in an effort to determine possible factors effecting delinquency in the military service, The Office of the Provost Marshall General requested that a survey be made. Six Army posts, in First and Second Army areas, were chosen as bases from which the study would be made. Both men in confinement and men on regular duty were chosen for questioning and personal interviews.

In April 1954, the results of this study were published by the George Washington University Human Resources Research Office in a technical report entitled "A Preliminary Investigation of Delinquency In The Army." The report made the following significant observation:

...no single factor could be singled out as being responsible for the majority of delinquency in the Army. In general, delinquency in a man's Army career appeared to be most highly related to his personal characteristics at the time he entered the Army.(5)

The fact that delinquency in a man's Army career is very significantly related to his pre-Army characteristics is of tremendous importance in understanding ineffectiveness among soldiers today. Though delinquency and ineffectiveness are not synonymous, the fact that delinquency contributes to ineffectiveness can not be overlooked. The study further pointed out that "in comparison to non-delinquents, delinquent soldiers more frequently reported pre-Army delinquency."(6) Hence a relationship between pre-Army delinquency and present ineffectiveness could be established.

Thus a second factor of primary importance in the consideration of ineffectiveness is the record of delinquency a soldier may possess prior to his entry into the Army.

Home Environment

The environment in which an individual was reared is still another important factor that needs to be considered. For years, sociologists have linked home environment with delinquency. They have attempted to show how the individual who had very few economic and social advantages during early childhood and adolescence was more susceptible to delinquent behavior during the teenage and early twenty years than the individual who was fortunate during these years.

It is significant to note here that the study made by the Human Resources Research Office determined that "most of the delinquents came from a background characterized by few economic and social advantages." The study further indicated that those, whose background included many social and economic advantages were less prone to become delinquents. (7)

Since a vast number of enlisted personnel comprising today's Army come from relatively poor economic backgrounds, it is imperative that the chaplain be cognizant of this study.

Closely akin to poor economic conditions is the environment which offers economic and social advantages, but which lacks a close family association. "A Preliminary Investigation of Delinquency in the Army" further concludes that parents of delin-

quents were often absent from home during the time the boys were growing up.⁽⁸⁾ In some cases, the parents (one or both) were gone for lengthy periods of time. In other instances, they were merely involved in social engagements which took them from the home on frequent occasions for short durations only. In either case, the family was not a closely knit organization, and love was more frequently absent than present.

However, the alternate of this must also be considered. In a study made following World War II, it was discovered that often men, who had been very closely tied to their mothers or their wives, became so emotionally disturbed when they were forcibly separated from their homes that they could not perform effectively.⁽⁹⁾ These men had developed a tenuous equilibrium for themselves through their dependency. As long as they had special support, they could cope successfully with the strains and stresses of the outside world. But once this equilibrium was upset by forcible separation, such as Army service, many of these men broke under the strain.

And so, at both ends of the scale, home environment is a major factor which contributes to poor performance and ineffectiveness among soldiers. It is a factor which must be considered when working with the potential ineffective soldier. His ineffectiveness may be the direct result of the absence of one or both of his parents during the formative years. It also may result from over-dependency upon a mother or wife. In either case, home environment can definitely influence ineffectiveness.

Religion

The average child is willing to accept what his parents tell him is right and wrong. When parental indoctrination is reinforced by church and community influences, the values which a child acquires are likely to become very deeply rooted. If, however, in young adulthood an individual is forced to break with these commitments, it is quite possible for him to develop confusion and a sense of guilt as a result of the conflict between the old and new values.

During World War II, it was discovered that some of the men who had been reared in a strict and puritanical religious environment experienced difficult emotional conflicts which finally prevented them from performing effectively. Army life presented them with temptations from which they had been guarded while within the confines of their home. Many of their fellow soldiers did not share their values and frequently mocked them. As a result of the tremendous pressure exerted from without, they either broke with their set of values and developed a sense of guilt, or were harassed by their fellow soldiers to such a degree, that in either instance, their performance became unsatisfactory.⁽¹⁰⁾

Hence, religion becomes a factor that must be considered in evaluating ineffective performance in the Army today. In most instances, chaplains discover that lack of religious convictions more frequently contributes to ineffectiveness than does deeply rooted religious values. However, the other side of the coin must be considered, as indicated in the study mentioned above.

A quick glance of most any study of AWOL problems will reveal the reverse side of the coin, however. In a study of fifteen AWOL cases, made at Fort Eustis, Virginia, the chaplain discovered that none of the fifteen men involved were actively engaged in practicing a religious faith.⁽¹¹⁾ In questioning other chaplains about the same problem, similar reports were given. In working with stockade inmates, it has been the experience of this writer to discover that an overwhelming majority of the men who were confined were not actively engaged in practicing a religious faith. For most of them, religion had never been a vital part of their life. In counseling with men who were being considered for elimination from service for reasons of ineffectiveness and inaptitude, the same fact was evident in an overwhelming majority of cases.

Thus religion, again from both ends of the scale, must be considered as a contributing factor to ineffectiveness within today's Army.

Improper Assignment: By Location and By Job

People who live in apartment houses, work in skyscrapers, and find their recreation within the confines of a city seldom appreciate what the out-of-doors means to the person who was reared in the country. People reared in the country seldom are able to find full satisfaction within a city. They do not like to live in crowded apartments or constantly rub shoulders with another.

Thus when adults are forced to live in a radically different environment from that to which they have been accustomed, a very

severe burden may be thrust upon their shoulders. Consequently, for the soldier who is assigned to a locale which he despises, ineffectiveness can become the end product. The environment in which men find themselves can make their adjustment easy or difficult, but in every case, it plays a major role in determining the level of performance rendered.

But environment involves not only locale, but one's job as well. The individual who is trained as a cook is likely to be quite dissatisfied with an assignment as a wheel vehicle mechanic. He feels incompetent in an unfamiliar task. He feels cheated in possible promotions. As a result of emotional strains, created by the unfamiliar environment of job, ineffectiveness becomes the end product.

Another factor to be considered as contributing to ineffectiveness is improper assignment by locale and by job.

Lack of Proper Counseling

One further factor deserves attention. The 25 November 1964 issue of ARMY TIMES contained an article written by Monte Bourjaily, Jr, which dealt with the problem of the unfit soldier. In the article, Mr. Bourjaily indicated that some commanders are using the "208" and "209" discharges to rid their units of problem soldiers instead of exercising necessary leadership to assist these men overcome the problems they face, and which eventually causes them to become ineffective or unfit.

Though the article fails to substantiate this claim, experience teaches all chaplains that the enormity of work faced by a company

commander today necessarily limits the time he can spend with the special problems men in his unit face. Thus, a soldier who is quite talented, and who has heretofore been effective, can slip into the grips of apathy, or become overinvolved with personal problems, lose his bearing and pride, and eventually end up by travelling the road to ineffectiveness. Had the company commander been able to properly counsel this hypothetical soldier at the correct time, the chances are good that one more statistic in the ineffective discharge column would have been avoided. From this statement of Mr. Bourjaily, we can conclude that lack of proper counseling and guidance is significantly related to ineffectiveness in the Army today.

This is not an exhaustive list of causes for ineffectiveness, nor does it cover the gamut of reasons for the high rate of undesirable discharges compiled each year. It is, however, a guide for the unit chaplain to assist him in finding his way as he attempts to locate and work with the potential ineffective soldier.

CHAPTER III

MANIFESTATIONS OF INEFFECTIVENESS

In Chapter II, as we described some of the causes of ineffectiveness, we briefly referred to some of the ways in which it is manifested. In this chapter, we want to enlarge upon what was merely implied before, as we now enumerate various ways in which individuals demonstrate inefficiency or ineffectiveness in the Army. It must be emphasized, however, that a demonstration of inefficiency is not coincidental with ineffectiveness. In other words, the manifestation of ineffectiveness does not conclusively prove that the person is in fact ineffective. Ineffectiveness may be but a symptom of some deep underlying problem.

Loss of Interest in One's Job

One of the first symptoms of ineffectiveness is loss of interest in the job one is doing. This loss of interest may show itself in various ways. For example, dis-satisfaction, frequent complaining, or simply the rendering of unsatisfactory work can all be symptoms of ineffectiveness.

Whatever form of expression this may take, the key to solving the problem is immediate action. If the symptom is allowed to persist, irreparable damage may be done to the potential ineffective soldier.

This sign of loss of interest in one's work is an indication that something is wrong somewhere. The problem may lie within the

framework of the job itself, or it may be completely divorced from the work itself.

But whatever the case may be, the knowledge of a satisfactory performance by an individual on the job is essential to mental health and morale. Ginzberg says: "The satisfactions that men derive from work they like and can do, frequently give them the strength they need to make adjustments required for effective living in a complex society."⁽¹²⁾

Loss of interest in, or poor performance on the job, is one of the first ways in which ineffectiveness is manifested.

Frequent Sick Call

A second way in which ineffectiveness is manifested is through frequent visits to the hospital or dispensary. Major James J. Gibbs, Medical Corps, United States Army, in his article appearing in the February 1961 issue of ARMY INFORMATION DIGEST, implies that non-effective soldiers are frequently habitual sick book riders.⁽¹³⁾

Often there is no organic illness evident in many of these individuals. In some instances, the patient actually experiences real pain, yet there is no organic reason for such suffering. But more frequently, the privilege of going to sick call offers the potential ineffective soldier an opportunity to express defiant disgust at a seemingly unpleasant situation that has developed. He is not sick, and he fully knows this fact. Sick call is an excuse to express his disgust and dissatisfaction.

Whatever the medical diagnosis may be, persistent sick book

riding is a second manner in which ineffectiveness is manifested.

Excessive Drinking

One of the more dangerous manifestations of ineffectiveness is excessive drinking. People use alcoholic beverages for various reasons. Some indulge in the use of alcohol because of social customs and practices. Some simply drink because they enjoy it. But others revert to alcohol in order to escape reality.

It is usually for this latter reason that the potential ineffective soldier begins to drink excessively. It is a symptom that somewhere, something has gone wrong which is causing emotional disturbance.

In numerous case studies recorded in THE INEFFECTIVE SOLDIER: BREAKDOWN AND RECOVERY, excessive drinking illustrates a manner in which ineffectiveness may be manifested.⁽¹⁴⁾

Closely akin to excessive drinking is drug addiction. Like alcoholism, drug addiction is an exceedingly dangerous way in which ineffectiveness can be demonstrated.

Tardiness and Absent Without Leave

Still another way that ineffectiveness raises its ugly head is through frequent tardiness and eventual Absence Without Leave. Due to the serious consequences that can result from this offense, this manifestation is another which can prove most dangerous.

At the first sign of frequent tardiness, action must be taken to determine any deep rooted meaning it may signify. Here again, "an ounce of prevention is worth a pound of cure."

We have mentioned but a few of the ways in which ineffectiveness

expresses itself openly. There are many more. Suffice it to say that usually, there will be visible expressions of ineffectiveness. These expressions convey significant messages to the alert chaplain counselor, and must be dealt with promptly and effeciently.

CHAPTER IV

FINDING AND COUNSELING THE POTENTIAL INEFFECTIVE

FM 16-5 states "The chaplain is available to individuals under military jurisdiction who desire confidential interview or counsel." When a soldier is unable to solve a problem within his unit or his family, the chaplain seems to be the most logical individual to whom he may turn. The expression "tell it to the chaplain" is a veiled tribute to the confidence in and the need for the services of a chaplain as counselor. Throughout the history of the Army, thousands of soldiers have found the help and strength they needed within the confines of a chaplain's office.

However, the young chaplain must not assume that the counseling ministry of his work is complete simply because he has attempted to assist those who have come to him for help on their own volition. FM 22-100 states "Know your men and look out for their welfare." This is the third principle of military leadership, and it implies that the good leader is the one who has a knowledge of the problems his men face and takes the initiative in offering help to the troubled soldier.

Based on this principle of military leadership, it is obvious that every unit chaplain has the responsibility to seek out those soldiers who are potentially ineffective and offer assistance to them before deep complications set in. If the unit chaplain is to be effective in reducing ineffectiveness in the unit he serves, he

can not afford to wait for the troubled soldier to come to him for help. He must find those who have a tendency to be ineffective, or who possess certain traits of ineffectiveness, and with professional tact and competency give them the help they need to overcome these tendencies.

But how is such an immense task accomplished? There is no easy way. There is no infallible answer. However, there are certain guidelines, which if followed, will be of great assistance to the unit chaplain in finding and assisting the potential ineffective soldier.

Establishing Rapport with Unit Commanders

Basic to the effectiveness of a chaplain in any aspect of his ministry within the unit he serves is the establishment of a working rapport with commanders, from the lowest echelon to the highest. In simple language, this means getting to know the squad leader, the platoon sergeant, the platoon leader, and of course the company commander. Being a member of the battalion staff, naturally the chaplain will have a working relationship with the battalion commander. Without this professional (and in some instances social) relationship with these leaders, the chaplain is limited in his function as a religious and moral leader in the organization to which he is assigned. Without this rapport, especially is his effectiveness as a counselor hindered.

It is not the intention of this paper to structure the method of establishing rapport with commanders. Each individual chaplain, due to the nature of his own personality, must find the method best

suiting for him. Suffice it to say that an harmonous relationship with every echelon of command is a key prerequisite to the effectiveness of a chaplain in all aspects of his ministry, especially as a counselor.

As a result of the rapport established, experienced commanders will unhesitatingly refer potential ineffectives to the chaplain for assistance. Many commanders have knowledge of their soldiers' background. They know of the troubles and problems their men confront. But due to a combination of factors, such as lack of time and perhaps ability, the commander may be unable to offer positive help. Some soldiers are reluctant to discuss their personal problems with the commander (at any level) due to the command structure of the Army. When a chaplain has verified a strong working relationship with the commanders of his unit, these leaders willingly refer the potential ineffective soldier to him for help.

A good working rapport with commanders at all echelons of command is the first prerequisite a chaplain must possess if he is to be an effective tool in finding and assisting potential ineffective soldiers.

Personal Interviews With Incoming Personnel

A vast amount of information concerning the men of his unit can be accumulated by the chaplain through a policy of personal interviews with all incoming personnel. The time factor of this interview can not be overemphasized. To be most useful for the

chaplain and for the incoming soldier, this interview should be held within a period of fourteen days after the arrival of the new soldier. It is during the initial days in a new unit that opinions are formulated, personal problems amplified, and attitudes embodied by the arriving soldier. It is also during this period, especially in overseas units, that homesickness is greatest. In other words, this is prime period for the seeds of ineffectiveness to be born. Therefore the policy of an interview with an incoming soldier as soon after his arrival as possible can serve not only as a source of information for the chaplain, but it can have therapeutic value to the soldier as well.

In this interview, the chaplain seeks information about the soldier's background and family, as well as some knowledge of the man's religious convictions. During this interview, any outstanding traits tending to influence ineffectiveness can be immediately noted.

The importance of this interview can not be overstressed. In the report, A Preliminary Investigation of Delinquency in the Army, a most significant observation is made that has considerable bearing on the matter of interviewing incoming personnel. To all the men involved in this study, the following question was asked: "If you had a serious problem, would you go to the Company Commander for help?" Fifty percent of the delinquents felt they would. Twenty eight percent felt they might. Twenty two percent were certain they would not. (15)

A related question was asked that gives added significance. "Would you go to the chaplain for help?", they were asked. Fifty five percent felt they would. Thirty one percent thought they might. Fourteen percent were certain they would not. (16)

It is quite possible that a standing policy of interviewing all incoming personnel could change attitudes for the better, especially among those who felt they would neither go to the company commander nor the chaplain to get assistance. Interviewing incoming troops is an important way of locating potential ineffectives and establishing necessary rapport with them to render assistance in the future.

Frequent Troop Visitations

Frequent visits to troops in their training areas, billets, and offices affords still another means of locating soldiers who may tend to become ineffective. Such visits offer the chaplain an opportunity to get acquainted with the men he serves and an occasion to do effective counseling.

Frequently counseling is thought of as a rather structured and formal session in which an individual goes to a chaplain, or some professional counselor, seeking advice concerning a problem he may confront. Normally such a session takes place in a well appointed office. All efforts are made to make the counselee feel as comfortable as possible.

While the environment of an office may be conducive to good counseling, effective counseling is not limited to such a setting. Often the exact opposite setting may provide the best counseling

session.

In an address to the Protestant Chaplains, United States Army Europe, Chaplain (Major General) Charles E. Brown, Jr. emphasized the need for chaplains to occasionally divorce themselves from their well appointed offices and intentionally move into the environment of the field to do their counseling work. He related several personal experiences in which he had been highly successful in this venture.

While the environment of the field may prove to be a hardship for many chaplains, especially at first, this suggestion of the Chief of Chaplains does overflow with merit. For by moving into a setting with which the soldier is most familiar, many of the barriers he possesses can tumble, and the chaplain can function more efficiently with this soldier. It is highly conceivable that the soldier would be more at ease and consequently express himself more freely and more fully.

It is in the informal troop visits that some of the best chaplain counseling transpires. Seward Hiltner says "counseling is an activity, not a profession."⁽¹⁷⁾ This statement rings with the implication that effective counseling occurs simply through the normal routine activity of the chaplain.

Establishing a Counseling Program

It is not the intention of this paper to outline the nature and method for counseling the potential ineffective soldier. Such a task would be a monograph in itself. However, there are a few

simple thoughts that are extremely helpful for the unit chaplain to remember while counseling the potential ineffective soldier.

(1) The chaplain counselor has a unique "focus of function" which causes him to normally approach a man's problem, and the counseling session itself, from a religious point of view.⁽¹⁸⁾ This focus of function will influence the chaplain to approach the soldier in terms of human destiny. Chaplain counselors envision the long range view of the purpose of living. No other professional counselor can approach troubled men in such a manner. The chaplain should thoroughly understand his area of knowledge as a channel of access into the personality of the potential ineffective soldier.

(2) Secondly, the chaplain must remember that "counseling is not so much a service which solves problems, as it is an assistance furnished the individual to solve his own problems with the new insight he gains."⁽¹⁹⁾ The chaplain should not be concerned with giving ready made answers to the inquiring soldier, but rather to help him understand the problem he confronts, and give insight which will help him solve his own perplexing situation.

(3) The chaplain should listen patiently to what the soldier says. Listen for non-verbal communication, for it is doubtful that he is telling the whole problem. Very few people state frankly and clearly the real purpose of their visit or the problem they are actually facing.⁽²⁰⁾ Most attempt to conceal certain portions. It is the job of the alert chaplain counselor to find the real problem through things left unsaid or through certain expressions of hands

and face.

(4) Fourth, the chaplain should be familiar with the environmental resources available to assist the potential ineffective soldier meet most efficiently the needs he has. This may involve a referral to such agencies as The American Red Cross, or to such specialists as a trained psychiatrist. It may be only the simple suggestion of a library book, some form of healthy recreation, or a means for spiritual cultivation and growth. In any event, the chaplain must be familiar with resources that are readily available to assist in the reorientation of potential ineffective soldiers.

Proper counseling, given at the most opportune time, is the first step in reorienting a potential ineffective soldier. Perhaps it is the biggest step and the most difficult. It involves hours of labor on the part of a dedicated chaplain. Yet, if through a chaplain's program of diligent counseling, ten percent of all those discharged each year under the provisions of Army Regulations 6350208 and 635-209 are reoriented and salvaged, the total value of this service is beyond measure.

CHAPTER V

CONCLUSIONS

After a careful study of the causes and characteristics of ineffectiveness, it is strongly felt that a minimum of ten percent of all enlisted personnel, discharged each year under the provision of Army Regulations 635-208 and 635-209, could be reoriented and salvaged to become effective military men and women. Because of the high mental and physical standards required by the Army at the time of induction today, the majority of inductees or enlistees will prove themselves effective during their military career. However, because of circumstances which contribute to ineffectiveness, some of these people will slip into the grips of apathy and begin to demonstrate manifestations of ineffectiveness before their enlistment is over.

If these manifestations are noticed soon enough and an effort is made to determine the contributing circumstances, through competent counsel and effective leadership, a large number of these potential ineffectives will be saved from the stigma of a punitive discharge.

In the overall program of locating, evaluating, and assisting potential ineffective soldiers, the unit chaplain must play a major role. Most, if not all, chaplains have some knowledge of psychology. Most chaplains, if not all, have considerable experience in the field of counseling.

However, most chaplains already have extremely crowded programs

and schedules. Yet, for the sake of mankind, the United States Army, and the God whom chaplains serve, a concerted effort must be made to find necessary time to devote to a program specially designed for the potential ineffective soldier.

FOOTNOTES

¹ FM 16-100. Character Guidance Manual. (Washington: Headquarters, Department of the Army, March 1961), p. 3.

² DESPER Report. Discharges, FY 1963-1964. (Washington: Headquarters, Department of the Army, March 1964)

³ Statement by Joseph Spirig, Education Officer, First United States Army, Fort Jay, New York. Personal interview, February 1964.

⁴ James J. Gibbs, "Handling the Military Offender", Army Information Digest. (February 1961) p. 55.

⁵ George Washington University Human Resources Research Office, A Preliminary Investigation Of Delinquency In The Army, A Report Prepared For Department of the Army (Washington: George Washington University, 1954), p. v.

⁶ Ibid. p. v.

⁷ Ibid. p. v.

⁸ Ibid. p. v.

⁹ Eli Ginzberg, The Ineffective Soldier, Vol II, Breakdown and Recovery. (New York: Columbia University Press, 1959), p. 40.

¹⁰ Ibid. p. 113.

¹¹ From a survey of AWOL cases in the 4th Transportation Command, Fort Eustis, Virginia, May 1963.

¹² Ginzberg, op. cit., p. 181.

¹³ Gibbs, op. cit., p. 55.

¹⁴ Ginzberg, op. cit., p. 30-32.

¹⁵ Human Resources Research Office, op. cit. p. 56.

¹⁶ Ibid. p. 73

¹⁷Seward Hiltner, Pastoral Counseling (New York: Abingdon-Cokesbury Press, 1949), p. 95.

¹⁸Ibid. p. 118.

¹⁹Department of the Army Pamphlet 16-60, The Chaplain As Counselor. (Washington: Headquarters, Department of the Army, April 1958), p. 6.

²⁰John S. Bonnell, Pastoral Psychiatry. (New York: Harper, 1938), p. 52.

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